# ISAF DCOS Communication

## ISAF DCOS Communication Overview

**28 March 2012**

UNCLASSIFIED

***Stability, Peace, Prosperity***

# Communication Mission

## DCOS COMM Mission

Plan, coordinate, execute, and assess all communication efforts in order to increase public perceptions of legitimacy for both NATO – ISAF and GIRoA, undermine insurgent messages, and inspire the Afghan population to play an increasingly active role in their own security, governance, and development.

- **Inspire the Afghan people to become more active in their own security, governance and development**
- **Increase public understanding of the role of:**
  - **International Security Assistance Force (ISAF) and**
  - **Government of Islamic Republic of Afghanistan (GIRoA)**
- **Counter insurgent propaganda**

# Communication Challenges

- **Common operating picture across multiple audiences**
  - **Aligning reality and perception**
  - **Synchronization of actions and words to sustain momentum**
- **Empowering Afghans to take the communication lead**
- **Being “First with the truth”**
- **Afghan Comms environment inherently political**

# Context

- 10 Years of effort and continued progress on the ground…but public narratives remain negative
- Sensational events trump gradual progress
- Need Afghan government leadership, and increased international community coordination
- Not uniquely ISAF's problem
- Quick fix is unrealistic – complex problems demand complex & adaptable solutions over the long term
- HQ staff resources diminishing

- Bottom Line: GIRoA legitimacy demands GIRoA leadership and action

# The ISAF Mission Narrative

## One narrative to drive *all* ISAF communication efforts.

**Target Audience (TA):**

- International Community
  - Troop Contributing Nations
  - Individual Nations' Public
- GIRoA & Key Afghan Leaders
- ANSF
- TBSL & low level INS
- Neighbouring States
- Local Afghan populace

### Thirty years of struggle for the Afghan people

Years of conflict and war destroyed the fabric of Afghan society and shattered its social institutions. It turned Afghan against Afghan; a misguided few against the peaceful, non-violent ways of the many. But after 10 years of international assistance, things are now changing.

### Afghanistan is moving forward

Now is the time for GIRoA and its security forces to build a better and more prosperous future for Afghanistan, and bring hope to its people. They have begun the process of *Inteqal* (Transition) under which the Afghan people will see *their* police and *their* army ensuring *their* security in *their* own country under the control of *their* government.

### Those who fight against the Afghan Government and people have a choice

For peace to prevail, the insurgents - the enemies of peace - must choose to end their violent, extremist ways. The Afghan Peace & Reintegration Programme (APRP) provides local fighters the choice to rejoin their families and communities, and to work alongside all Afghans for a peaceful and more prosperous future.
*If they chose to fight, they will face unrelenting pressure.*

### We will continue to support GIRoA & the ANSF

Afghans welcome Inteqal and accept that for now our support and assistance is needed. They can be confident that we will assist and support their government and their security forces to build and develop their capacity and effectiveness. Our support will continue until GIRoA and the ANSF are able to secure Afghanistan's future and bring hope of greater prosperity to its people.

### Our role is changing, but our commitment will endure

By the time Transition is complete our role will change from combat operations to support, based on a shared commitment to peace and stability. This will mark the start of a renewed relationship with the people of Afghanistan, and one which will endure for as long as it is needed.

### A Pathway to Stability, Peace & Prosperity

The international community's wish is to see an Afghan government that is able to provide for its people's security, serve its people's interests well, and offer all Afghans a more hopeful and prosperous future. Afghanistan will never again be a safe haven for terrorists.

**Conditions ID** → **Opportunity** → **Action Steps** → **The Benefits**

**Campaign Themes: PRESSURE - ANSF GROWTH - TRANSITION - PARTNERSHIP**

# Communication Strategy Framework

**ISAF NARRATIVE – "A Pathway to Stability, Peace & Prosperity"**

**ISAF-led expansion of security, governance and development** → **GIRoA / ANSF led expansion of security, governance and development** → **Strategic Partnership and Safehaven Denial**

## Emphasis of Effects

### Pressuring the Enemy

O1 O2

E1: INS ability to influence the population is diminished

E2: INS morale and cohesion are undermined

Promote Reconciliation Efforts

E3: Afghans support for the INS is diminished

E4: Afghans support APRP

### Transition

O3 O4

E5: Afghans understand the benefits of Transition

E6: Afghans perceive GIRoA offers the best hope for the future of Afghanistan

O5

E7: Criminal actors and CPNs are unable to influence significantly legitimate governance & undermine RoL

### Afghan National Security Forces

O6 O7

E8: Afghans perceive the ANSF as legitimate & capable

E9: Afghans support the ANSF

E10: Afghans perceive their daily life to be safe & have confidence in their future safety

### Unity of Effort

O8

E11: IC continues to support the NATO mission beyond 2014

O9

E12: Afghans have confidence in the IC's long term commitment to Afghanistan

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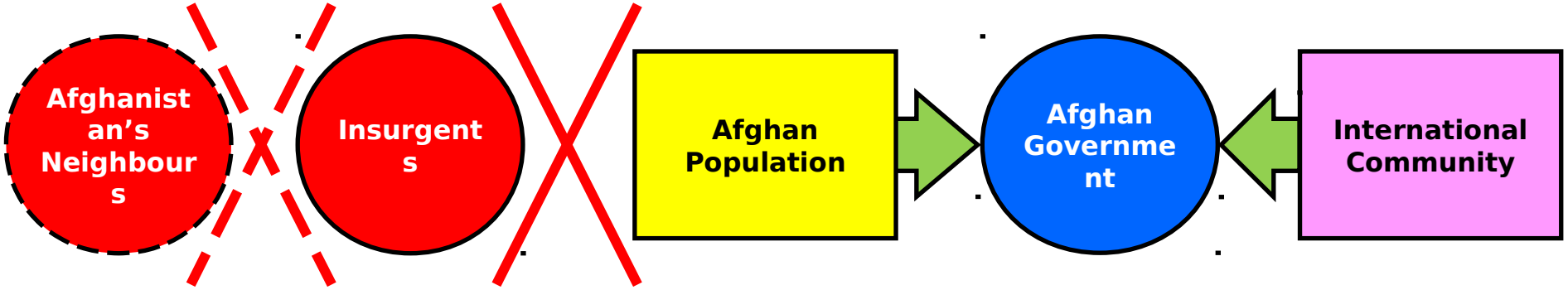
## Objectives

O1. Eliminate effectiveness of INS propaganda
O2. Degrade INS willingness to continue insurgency
O3. Persuade Afghans that Transition is a positive step for Afghanistan
O4. Persuade Afghans that GIRoA offers the best way forward for stability, peace & prosperity
O5. De-legitimise and isolate Malign influences
O6. Enhance Afghans confidence in ANSF capabilities
O7. Enhance Afghans sense of security
O8. Support IC perception of ISAF / NATO mission
O9. Persuade Afghans of the benefits of long term commitment of the IC

# The Essential Communication Tasks




## mmunication Effects (Cognitive and Behavioral Change) by Target Audie

| | |
|---|---|
| Pressurizing the Enemy | E1: INS ability to influence the population is diminished |
| | E2: INS morale and cohesion are undermined |
| | E3: Afghans' support for the INS is diminished |
| | E4: Afghans support Afghanistan Peace & Reintegration Program |
| Transition | E5: Afghans are persuaded of the benefits of Transition |
| | E6: Afghans are convinced GIRoA offers the best hope for the future |
| | E7: Criminal actors and CPNs' ability to influence legitimate governance and RoL is neutralized |
| Afghan National Security Forces | E8: Afghans are convinced the ANSF is legitimate & capable |
| | E9: Afghans support the ANSF |
| | E10: Afghans are convinced that the ANSF provides for their security |
| Unity of Effort | E11: IC continues to support the NATO mission beyond 2014 |
| | E12: Afghans have confidence in the IC's long term commitment to Afghanistan |

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# Endorsed Theatre Communication Priorities

**Superior HQs'/TCNs' Supporting Communication Efforts**

1. Unity of Effort
2. Transition
3. ANSF
4. Pressuring the Enemy

Out of Theatre

Theatre

**ISAF HQ**

1. Unity of Effort
2. Transition
3. Pressuring the Enemy
4. ANSF

**Overall Communication Efforts**

1. Unity of Effort
2. Pressuring the Enemy
3. Transition
4. ANSF

**IJC**

1. Pressuring the Enemy
2. ANSF
3. Transition
4. Unity of Effort

**NTM-A**

1. ANSF
2. Transition
3. Unity of Effort
4. Pressuring the Enemy

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# Communication Action Plan for Bonn Conference

**POC: Maj Briggs HQ ISAF STRATCOM Coord: IVSN 1372**

Annex A
To FRAGO 292-2011
Dated 01 DEC 11

**ISAF STRATCOM/IO Action Plan: Bonn Conference and Beyond. As At 26 Nov 11. Approved by BG Harrison.**

## Background

The intent of the Bonn Conference is to deepen and broaden the partnership between Afghanistan and the International Community. It is a significant event on the communication road to Chicago and will act as a launch pad in the international media to reinvigorate feeling and awareness of Afghanistan in Troop Contributing Nations. Despite it reportedly decreasing in significance the conference and the period just before and after still presents a communication opportunity to SL and decision makers. The lead voice in the conference must be an Afghan one with the Ministry of Foreign Affairs running the Communication effort, however both NATO and ISAF will be promoting the conference with media engagements and key leader engagement prior to the start of the conference on the day. The overarching theme for this communication effort is that of enduring commitment, both from the IC resolve in supporting Afghanistan and the belief from the Afghan population that ISAF and the IC is not leaving and will continue to support them for as long as it is needed.

## ISAF Core Themes *(based on the ISAF narrative)*

**Afghanistan is moving forward** **We will continue to support GIRoA and the ANSF** **Our role is changing, but our commitment will endure**

| | | | |
|---|---|---|---|
| **Bonn Conference Themes** | • **Benefits/progress of last 10 years – *despite challenges*** <br>• **Long term commitment (beyond 2014) –** *we're staying for as long as our help is needed. Our adversaries can't wait us out – but they have a choice* <br>• Opportunities for the future – development over the *next* 10 years <br>• Importance of Regional Dialogue | **Effects** | • **E11. IC pledges its continued support to Afghanistan beyond 2014** <br>• **E12. Afghans have confidence in IC's long term commitment to AFG** <br>• E6. Afghans perceive GIRoA offers the best hope for the future <br>• E8. Afghans are convinced the ANSF is legitimate and capable <br>• E2. INS morale and cohesion are undermined |
| **Communication Objectives** | • **Maintain IC support of ISAF / NATO mission** <br>• **O9. Persuade Afghans of the benefits of the long term commitment of the IC** <br>• **O4.** Persuade Afghans that GIRoA offers the best way forward for stability, peace and prosperity <br>• O6. Enhance Afghans' confidence in ANSF capabilities <br>• O2. Degrade INS willingness to continue the insurgency | **Audience** | • **Political leadership of existing TCNs and major donor countries** <br>• **Domestic audiences within TCNs and major donor countries** <br>• **Non-Government Organisations** <br>• **Regional political leadership** <br>• **The Afghan population to include the members of GIRoA and other key Afghan political figures, opinion leaders, community leaders, youth and trusted communicators at all levels** |

## UNCLASS (NIU) Key Messages

**Pre-Bonn**

- The Bonn Conference will bind Afghanistan closer together with NATO/ISAF and the International Community (IC)
- The Bonn Conference will highlight the significant progress over the last ten years; it will note Transition is moving forward and it will look forward to a strong partnership in the future
- If the IC does not sustain its commitment to AFG, we risk all the gains we have made at such a cost

**During & After Bonn**

- Afghanistan is moving in the right direction – even though there are challenges ahead
- The IC will not abandon Afghanistan after its combat troops leave
- ANSF is growing in capability & effectiveness and by 2014 will have responsibility for the security of Afghanistan, but it comes at a cost which the IC will need to underwrite
- The Afghanistan Peace and Reintegration Program (APRP) is a key component to achieving enduring peace and stability within Afghanistan and remains fully supported by the IC
- After 2014, AFG will continue to require support and commitment from the IC in the areas of institutional governance and development
- With the ANSF assuming responsibility for security, the cost to the IC will be a fraction of the cost it beard pre transition

## Guidance and Direction

- ISAF Senior Leadership (SL): BPT promote the themes highlighted in this CAP in accordance with the DCOS COMM communication priorities. Engage with GIRoA ministries, encourage them to engage with the media and key influencer to drive the perception of progress in Afghanistan
- ISAF KLE & SE: Generate the conditions for SL to engage on the key issues highlighted in this CAP
- ISAF DCOS COMM Ops: Generate and maintain the communication priorities & coordinate the overall communication activity
- All ISAF PAOs and Spokesmen: BPT promote the themes highlighted in this CAP in accordance with the DCOS COMM communication priorities and in support of the MoFA efforts
- CJPOTF PSYOPS / MISOTF: Use the occasion of the conference to promote long term successes in Afghanistan

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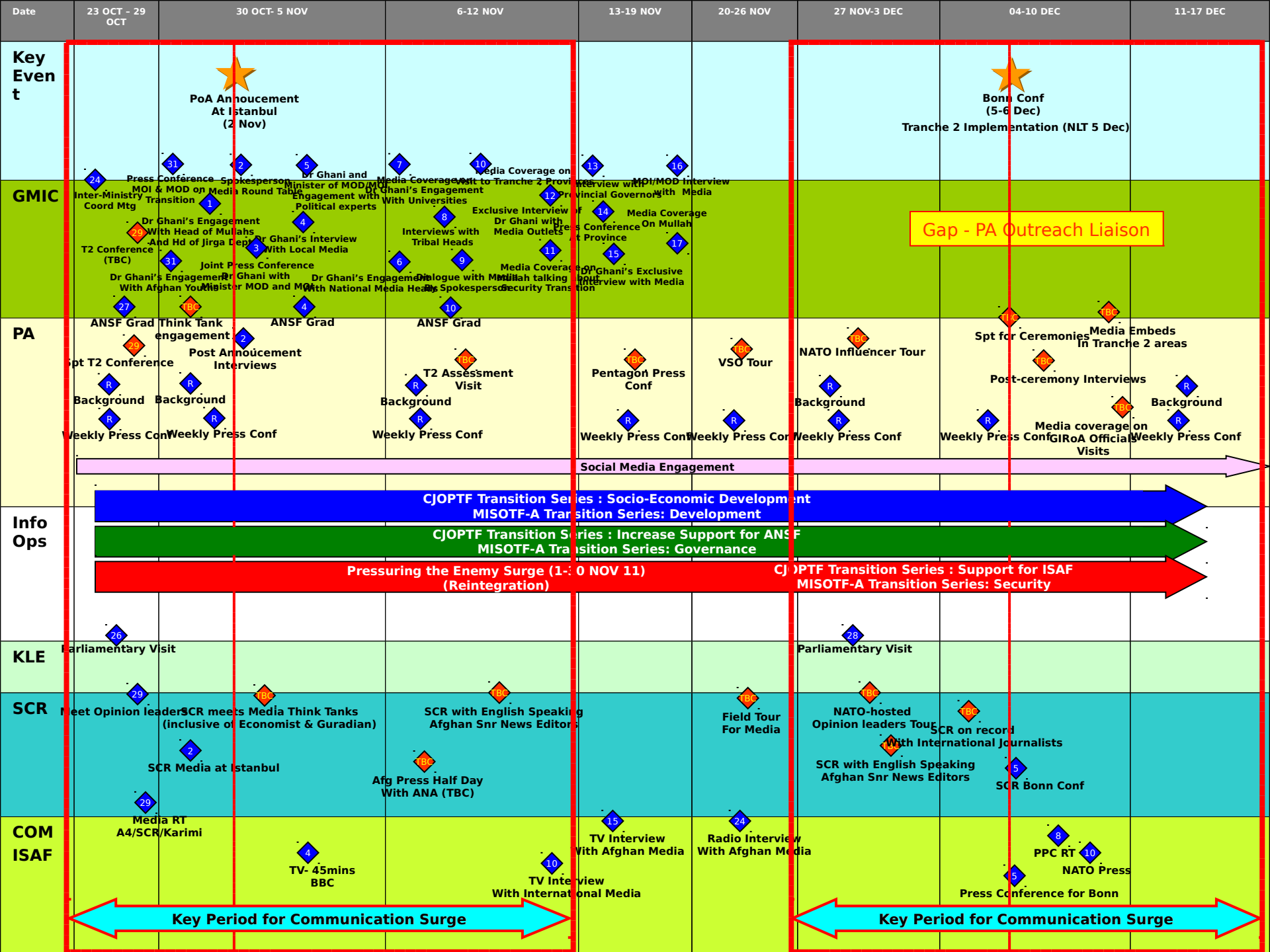
Date
23 OCT – 29 OCT
30 OCT- 5 NOV
6-12 NOV
13-19 NOV
20-26 NOV
27 NOV-3 DEC
04-10 DEC
11-17 DEC
Key Event
GMIC
PA
Info Ops
KLE
SCR
COM ISAF
PoA Annoucement At Istanbul (2 Nov)
Bonn Conf (5-6 Dec)
Tranche 2 Implementation (NLT 5 Dec)
Gap - PA Outreach Liaison
Inter-Ministry Coord Mtg
Press Conference MOI & MOD on Transition
Spokesperson Media Round Table
Dr Ghani and Minister of MOD/MOI Engagement with Political experts
Dr Ghani's Engagement With Universities
Media Coverage on Visit to Tranche 2 Provinces
Interview with Provincial Governors
MOI/MOD Interview with Media
Media Coverage On Mullah
Exclusive Interview of Dr Ghani with Media Outlets
Press Conference at Province
Dr Ghani's Exclusive Interview with Media
Interviews with Tribal Heads
Dr Ghani's Engagement With Head of Mullahs And Hd of Jirga Dept
Dr Ghani's Interview With Local Media
T2 Conference (TBC)
Joint Press Conference Dr Ghani with Minister MOD and MOI
Dr Ghani's Engagement With Afghan Youths
Dr Ghani's Engagement With National Media Heads
Dialogue with Mullah Spokesperson
Media Coverage on Mullah talking about Security Transition
ANSF Grad
Think Tank engagement
ANSF Grad
ANSF Grad
Spt T2 Conference
Post Annoucement Interviews
T2 Assessment Visit
Pentagon Press Conf
VSO Tour
NATO Influencer Tour
Spt for Ceremonies
Media Embeds In Tranche 2 areas
Post-ceremony Interviews
Background
Background
Background
Background
Background
Weekly Press Conf
Weekly Press Conf
Weekly Press Conf
Weekly Press Conf
Weekly Press Conf
Weekly Press Conf
Weekly Press Conf
Media coverage on GIRoA Officials Visits
Social Media Engagement
CJOPTF Transition Series : Socio-Economic Development
MISOTF-A Transition Series: Development
CJOPTF Transition Series : Increase Support for ANSF
MISOTF-A Transition Series: Governance
Pressuring the Enemy Surge (1-30 NOV 11)
(Reintegration)
CJOPTF Transition Series : Support for ISAF
MISOTF-A Transition Series: Security
Parliamentary Visit
Parliamentary Visit
Meet Opinion leaders
SCR meets Media Think Tanks (inclusive of Economist & Guradian)
SCR with English Speaking Afghan Snr News Editors
Field Tour For Media
NATO-hosted Opinion leaders Tour
SCR on record With International Journalists
SCR with English Speaking Afghan Snr News Editors
SCR Bonn Conf
SCR Media at Istanbul
Afg Press Half Day With ANA (TBC)
Media RT A4/SCR/Karimi
TV- 45mins BBC
TV Interview With Afghan Media
TV Interview With International Media
Radio Interview With Afghan Media
PPC RT
NATO Press
Press Conference for Bonn
Key Period for Communication Surge
Key Period for Communication Surge

# STRATCOM Way Ahead

- Focus on Strategic Communication development:
  - Proactive planning
  - Coherent communication strategy
  - CIV-MIL coordination
  - Rapid execution, including social media
- De-militarize the message over time
- Deliver TRADCOMM Outreach Strategies - Youth, Religious, Sports and Tribal
- Collaborative Efforts/Projects with GIRoA/Afghan media
- Work with GIRoA on Strategic Communication Development
  - Coordination developing through GMIC
  - Afghan government must gradually assume leadership/ownership